### TOYO TIRES

## Corporate Profile



Message from the President

Further Enhancing Our Strengths to Reach the Next Corporate Stage and Make Our Unique Presence Felt More Strongly

A proud member of a corporate group bearing the word "tire" in its name, we at the Toyo Tire Group remain committed to supporting and enriching the mobility society through our business undertakings.

About 15 years ago, our innovative tire manufacturing technology, which was developed under a novel concept, gave birth to a new tire for large vehicles in the United States. Tough yet aggressively designed, this proprietary tire came to be in response to a latent need in the market. Hitting the bullseye of American desires, the large-diameter tire kindled the passion of car enthusiasts.

I am delighted to say that "TOYO TIRES" and "NITTO" have become first-choice brands of tires for full-scale large SUVs, vehicles that have set the trend in North America. These two brands are now an integral part of car culture in the United States.

Since it began operations in 2005, our U.S. plant has continuously expanded and ramped up its production capacity over five phases, with the result that our North American business has grown to be the main source of revenue for the Group.

We know that the Toyo Tire Group cannot take advantage of scale. Rather, our management teams, past and present, have been able to sustain business growth by capitalizing on our relatively small size to act flexibly and with agility and to "leverage our unique strengths." We intend to create a growth spiral and move up it by seeking ways to put the resources available to us to optimal use.

Our growth spiral starts by further strengthening distinctive areas of specialty. What this means is to keep appropriately investing in projects that allow us to tap into our strengths and to harvest the fruits of past endeavors. At the same time, we will set about addressing challenges that have hitherto not been adequately addressed, find solutions to and overcome each of them, and, as a result, further enhance our strengths. Having formulated them into policies, we are going to move up to the next corporate stage.

Our goal is to become a corporate group that is needed by society and has a unique presence. To this end, we will not only deliver attractive products in a timely manner throughout the globe by staying half a step or one step ahead of the market needs, but we will also work to bring about the new mobility society of the future by utilizing cutting-edge technologies, thereby contributing to the promotion and progress of the automobile industry and the revitalization of a flourishing car culture. Furthermore, we will also put our energy into solving social issues such as environmental degradation and human rights, by being mindful of and contributing to the establishment of a sound value chain.

I ask for your continued expectations and patronage for the Toyo Tire Group.

January 2021

Representative Director, President & CEO 3. flim 20.

#### **Overview**

CompanyToyo Tire CorporationEstablishedAugust 1, 1945Paid-in Capital55,935 million yenNumber of Issued Shares154,111,029

Number of Employees 12,390(Consolidated, Including Temporary Employees)

as of December 31, 2020

**Headquarters** 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan

Phone: +81-72-789-9100

Plants Sendai Plant/Kuwana Plant/Hyogo Manufacturing Complex,

others

Lines of Business [Tire Business]

Tires (for passenger vehicles, light truck, trucks & buses),

other related products
[Automotive Parts Business]
Automobile components

#### Officers

#### **Directors, Audit & Supervisory Board Members**

Yasuhiro Yamada Director, Chairman of the Board Representative Director, President & CEO Takashi Shimizu Director, Corporate Officer Tatsuo Mitsuhata **Director, Corporate Officer** Yoji Imura **Director, Corporate Officer** Takehiko Sasamori Satoru Moriya Director, Corporate Officer Director Ken Morita Atsushi Takeda Director Michio Yoneda Director Standing Audit & Supervisory Board Member Satoshi Taketsugu **Standing Audit & Supervisory Board Member** Masao Yano **Audit & Supervisory Board Member** Katsusuke Amano **Audit & Supervisory Board Member** Tomoyuki Matsuba

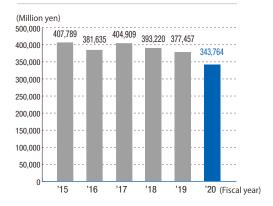
(Note 1) Ken Morita, Atsushi Takeda, Michio Yoneda are the outside director. (Note 2) Masao Yano, Katsusuke Amano, Tomoyuki Matsuba are outside auditors.

#### **Corporate Officers**

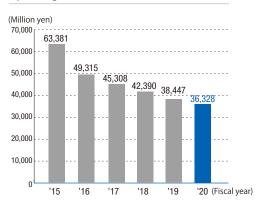
President & CEO Takashi Shimizu\* Senior Corporate Officer Tomoshige Mizutani **Senior Corporate Officer** Masayuki Kanai Corporate Officer Iori Suzuki Corporate Officer Tatsuo Mitsuhata\* **Corporate Officer** Yoji Imura\* **Corporate Officer** Takehiko Sasamori\* **Corporate Officer** Hideaki Takahashi **Corporate Officer** Satoru Moriya\* Corporate Officer Yuji Miyazaki Corporate Officer Masao Takiwaki Corporate Officer Tetsuo Shimomura Corporate Officer Kenta Kuribayashi **Corporate Officer** Tamotsu Mizutani

#### Business Overview (as of December 31, 2020)

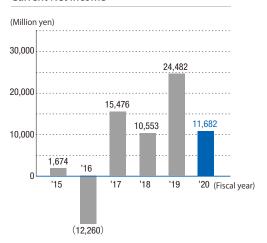
#### Sales



#### Operating Income



#### **Current Net Income**



<sup>\*</sup>Indicates post concurrently with that of director.

The manufacture and sale of tires is the core business of Toyo Tire, accounting for approximately 90% of total sales. We make tire products for passenger vehicles, large vehicles such as SUVs, CUVs and pickup trucks as well as trucks and buses.

#### **Three Toyo Tire Group Brands**

The tire business is comprised of three brands: Toyo Tires, Nitto and Silverstone. Brand-specific business strategy propels the development and supply of products tailored to each brand's target market. These brands are the choice of customers around the world for high performance, quality and distinctive brand character.

#### **TOYO TIRES**

Toyo Tires is a trusted, technology-focused global tire brand with an extensive product lineup acclaimed for exceptional performance and quality.

The TRANPATH minious tire brand was developed as a "specialized tire" and released in 1995, and has been popular in Japan for 20 years as a product that defines the specialized minious tire.



The NANOENERGY series made its long-anticipated as the next-generation fuel-efficient tire concept. This tire achieves a premium "AAA" grade based on Japan's labeling system for rolling resistance performance, while combining "a" and "c" grades for wet grip performance. Since it went on sale in Japan, NANOENERGY has been released globally in Europe, Southeast Asia and elsewhere.

In North America, our large-diameter tires for bigger passenger vehicles like SUVs, CUVs and pickup trucks are increasingly popular and highly rated. The OPEN COUNTRY series features an extensive size lineup with superior performance for city and off-road driving proven in rigorous road races, accounting for its popularity in North America as well as the rest of the world.

For small trucks, we developed the DELVEX small-truck brand tire, which delivers improved wear performance and maintainability.

The ZEROSYS fuel-efficient tire brand is our truck and bus tire. Rather than rely on existing technology, this tire was developed from "zero" into a fully finished tire product that supports both cost reduction and environmental conservation.

We also developed the NANOENERGY M638 as the first NANOENERGY brand product in the truck and bus category, offering a large, fuel-efficient route bus tire.



OPEN COUNTRY A/T"



OPEN COUNTRY R/T



TRANPATH MIL



NANOENERGY 3 PLUS



M667 ZEROSYS



NANOENERGY M638

### 

Nitto is our strategic brand that fuses creativity with unique, innovative designs based on imaginative ideas under the motto of creating products desired by car enthusiasts. The brand enjoys niche-market support particularly among car dress-up and tuning fans in North America, where is has deployed large-diameter, high-value-added tires for light trucks and ultra-high-performance tires.



Silverstone, the famous Malaysian brand, joined the Toyo Tire Group in 2010. Fulfilling large delivery quantities to car manufacturers in Malaysia, SILVERSTONE enjoys considerable local recognition. We are steadily growing this brand around our existing clients as a high dependable tire brand with a clear Southeast Asia presence for passenger cars.



**INV** 



Mud Grappler



RIDGE GRAPPLER

#### Supply

With a growing worldwide tire demand, the Toyo Tire Group is building a global production and supply system to serve North America, Japan and Asia with the aim of ensuring a quick supply of products critical to each regional market.

To ensure consistent, high performance and quality anywhere, our unique philosophy is to continue to refine our technologies and then transplant the latest technology into our newly built plants.

Our unwavering policy is to deliver to the world the high performance and quality (=Japanese quality) that we create as a Japanese tire maker.

#### **Tire Business** ▶TOYO TIRE EUROPE GMBH -►■ TOYO TIRE (ZHUCHENG) CO.,LTD. ▶TOYO TIRE RUS LLC ▶TOYO TIRE DEUTSCHLAND GMBH -▶TOYO TIRE CANADA INC. ▶TOYO TIRE BENELUX B.V. -►TOYO TYRE (UK) LTD. ►TOYO TIRE HOLDINGS OF AMERICAS INC. ▶TOYO TIRE U.S.A. CORP. ▶NITTO TIRE U.S.A. INC. NT MEXICO S. DE R.L. DE C.V ►TOYO TIRE ITALIA S.P.A ►TOYO TIRE (SHANGHAI) CO.,LTD. **▶■ SILVERSTONE BERHAD** -TOYO TIRE NORTH AMERICA ▶TOYO TYRE AND RUBBER AUSTRALIA LTD. ■ TOYO TYRE MALAYSIA MANUFACTURING INC. **SDN BHD** ►TOYO TIRE NORTH AMERICA OF SALES LLC ▶TOYO TYRE SALES AND MARKETING MALAYSIA SDN BHD ■ TOYO TIRE ZHANGJIAGANG CO., LTD. **▶**Sales Company SILVERSTONE MARKETING ■Production Base **SDN BHD**

## We are building a global production and sales infrastructure in Japan and throughout the world.

Along with maintaining and bolstering a tire supply system that has primarily served Japan and North America, we have begun building a global tire sales and supply infrastructure through such initiatives as establishing sales subsidiaries in critical markets in North America, Europe, China, and Southeast Asia.

We announced the expansion of its production capabilities at Toyo Tire North America
Manufacturing Inc. ("TNA") facility to fortify its North American business. This expansion had started since January 2016 and completed end of 2016. As a result, TNA became the biggest tire plant in Toyo Tire Group.



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#### Tire and vibration control technologies as the core, Working on new technologies, the development of new products.

The core competence of the Toyo Tire Group is our technical strength. Toyo Tires offers new value through differentiation of its core tire and vibration control technologies.

We are working to raise the bar of quality even higher through our tire technologies: Nano Balance Technology, which controls rubber material design at the molecular level; T-MODE, a high-efficiency and high-precision tire design base technologies through fusion with AI; e-balance, our new environmentally friendly truck & bus tire technology platform; and A.T.O.M., which achieves high-quality tire production.

Utilizing our vibration control technologies, featuring our core anti-vibration rubber that controls passenger car engine and body vibration, we are focused on developing next-generation strategic products in the auto parts market. We are also working to develop new products by integrating technologies developed independently for tires and auto components.

Nano Balance Technology

#### Nano Balance Technology

Being the essential material of tires, TOYO TIRES' rubber has a technologically unique and exclusive design on a nano level (1 nanometer = 1 billionth of a meter). Our rubber is derived through simulation, function creation, precision control and research. That is Nano Balance Technology from Toyo Tires.



#### T-MODE

T-MODE is a platform using simulations with Al integrated design technology to develop innovative tires with even higher speed and more functions.



#### e-balance

A new technology for truck and bus tires that achieves the "e" effect of ecology, energy, economy and endurance.



#### A.T.O.M. (Advanced Tire Operation Module)

A.T.O.M. is a highly scalable, proprietary system that can flexibly respond to changes in production plans as market demand trends dictate. It features high quality, a small footprint, multi-product small-lot production, and a high level of automation.

#### Technology to support business development center

We are embracing the challenge of raising new tire performance to a new level, performing precise performance evaluations to deliver remarkable products to society. In developing tire technology, the Tire Technology Center is where we refine our proprietary knowledge and cutting-edge technology, and where we perform actual vehicle testing on two tire test courses.

The keys to our Automotive Parts Business are gathering information on new technology in the ever-evolving automobile industry, establishing new technologies in order to achieve the performance requirements of car makers, and developing high-added-value products. The Automotive Parts Technical Center is where we tackle these keys from multiple angles and develop the technical capability to analyze and evaluate in order to create the exact auto parts that



The Tire Technology Center (Hyogo)

customers are seeking.



The Automotive Parts Tire Technology Center (Aichi)



The Meeting Space, Tire Technology Center



Tire Test Cource (Miyazaki)



Tire Test Cource (Hokkaido)

#### Corporate Technology Center, Developing Core Technology to Support the Future

The Corporate Technology Center, where we establish the direction of technology development for the company as a whole, is positioned in the company as a common platform from which basic technology flows down to each business unit. The Corporate Technology Center develops the seeds of proprietary technology in each business unit, which in turn leads to individual manufacturing technology. The Center is also working on new research with an aim of developing technologies of the future.

The Toyo Tires Group is further working to create new materials and technologies, boost our core technology and enhance the environment of our research centers in order to contribute to growth of our core businesses, and we are further bolstering our research and testing environments with our sights set on creating new businesses.

Toyo Tires is also harnessing its production technology functions to create a synergistic effect in an effort to fortify our R&D foundation that will support our company's business well into the future.



Corporate Technology Center (Hyogo)

#### **Automotive Parts Business**



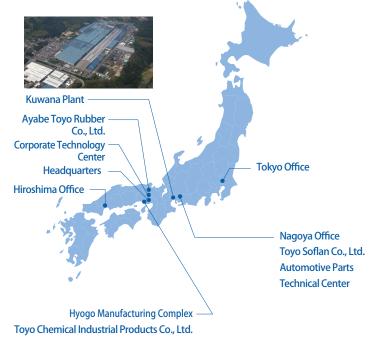
# Toyo Tires is fortifying our development, production and sales infrastructure as we aim to expand strategic businesses in growth markets.

In order to optimally supply car makers with anti-vibration rubber for automobiles, we have established production plants in three countries in North America and elsewhere in addition to three plants in Japan to meet our customers' needs. With the car market continuing to grow in Asia, from 2013 we began sales of anti-vibration rubber for automobiles in Thailand, and will also began sales from 2014 in Mexico.





Engine Mounts (Fluid-filled)



(6)

| August 1945               | Toyo Rubber Industrial, established, strengthened and developed by Toyo Boseki (today known as Toyobo) in order to develop the rubber industry, merged with Hirano Rubber Manufacturing; Toyo Tire & Rubber Co., Ltd. established |
|---------------------------|---|
| July 1953                 | Opens Itami Plant for motor vehicle tire manufacturing (Itami City, Hyogo Prefecture)   |
| May 1955                  | Lists on the Tokyo Stock Exchange   |
| December 1961             | Sets up the Central R&D Laboratories (currently the Corporate Technology Center) in Hyogo   |
| July 1966                 | Establishes its first tire sales subsidiary, Toyo Tire (U.S.A.) Corp. (currently Toyo Tire U.S.A. Corp.) in U.S.  |
| April 1971                | Opens Akashi Plant in Hyogo for pollution control devices and industrial rubber products manufacturing (Kako, Hyogo Prefecture)   |
| February 1974             | Acquires capital in Vaculug Australia Ltd. (currently Toyo Tyre and Rubber Australia Ltd.)  |
| September 1975            | Establishes Toyo Reifen GmbH (currently Toyo Tire Europe GmbH) tire sales subsidiary in Europe as a joint venture with Mitsubishi Corporation   |
| February 1979             | Establishes a comprehensive business partnership with Nitto Tire Co., Ltd.  |
| April 1986                | Opens the Automotive Parts Technical Center in Miyoshi City, Aichi Prefecture   |
| October 1996              | Merges with Ryoto Tire Co., Ltd.  |
| February 2001             | Establishes Toyo Automotive Parts (U.S.A.), Inc. in Kentucky, U.S.A., for anti-vibration rubber manufacturing and sales   |
| November 2001             | Opens Toyo Technical Center (currently the Tire Technical Center) in Itami City, Hyogo Prefecture   |
| January 2003              | Establishes Toyo Tire (Shanghai) Co., Ltd. in Shanghai, China, as a joint venture with Mitsubishi Corporation   |
| June 2004                 | Establishes Toyo Tire North America, Inc. (currently Toyo Tire North America Manufacturing Inc.) in Georgia, U.S.A., for tire manufacturing   |
| September 2004            | Establishes Toyo Automotive Parts (Guangzhou) Co., Ltd. in Guangzhou, China, for anti-vibration rubber manufacturing  |
| July 2005                 | Establishes Toyo Tyre (UK) Ltd. in Rushden, U.K and Toyo Tire Benelux B.V. in Roosendaal, Netherlands   |
| April 2006                | Integrates Toyo Soflan Co., Ltd. and Chubu Soflan Co., Ltd. to establish Toyo Soflan Co., Ltd.  |
| November 2006             | Acquires Toyo Tire Italia S.p.A in Collesalvetti, Italy   |
| April 2007                | Integrates 10 tire subsidiaries to establish Toyo Tire Japan Co., Ltd.  |
| January 2008              | Establishes Toyo Tire Holdings of Americas Inc. in California, U.S.A., for holding company of North American business   |
| May 2008                  | Concludes business and capital alliance agreement with Bridgestone Corporation  |
| June 2008                 | Opens the Iberia representative office in Madrid, Spain Establishes Toyo Tire North America OE Sales LLC in California, U.S.A.  |
| October 2008              | Establishes Toyo Tire RUS LLC in Moscow, Russia   |
| April 2010                | Establishes Toyo Tire Zhangjiagang Co., Ltd., a subsidiary in Jiangsu, China, for passenger and light truck tires manufacturing   |
| December 2010             | Completes acquisition of Silverstone Berhad, the motor vehicle tire manufacturer and seller in Kuala Lumpur, Malaysia   |
| April 2011                | Establishes Toyo Tyre Manufacturing (Malaysia) Sdn Bhd in Perak, Malaysia for motor vehicle tire manufacturer and seller  |
| June 2011                 | Completes acquisition of Shandong Silverstone Luhe Rubber & Tyre Co., Ltd., the motor vehicle tire manufacturer and seller in China, and changes its name to Toyo Tire (Zhucheng) Co., Ltd.                                       |
| December 2011             | Establishes Toyo Rubber Chemical Products (Thailand) Limited in Ayutthaya Province, Thailand for anti-vibration rubber manufacturing and sales  |
| October 2013              | Establishes Toyo Automotive Parts de Mexico S.A. de C.V for anti-vibration rubber manufacturing and sales   |
| December 2013             | Opens the Corporate Technology Center (Hyogo) as part of its relocation project of Central Research Center (the former Technical Research Center, Osaka)  |
| May 2015                  | Establishes Toyo Tire Deutschland GmbH in Willich, Germany  |
| May 2017                  | Relocates its headquarters to Itami City, Hyogo from Nishi-ku, Osaka  |
| November 2018             | Capital and business alliance agreement with Mitsubishi Corporation   |
|                           |   |
| January 2019              | Changes trade name to Toyo Tire Corporation Opens North America R&D Center in Georgia, U.S.A.   |
| January 2019 October 2019 |   |

| Company                           | Address  | Telephone        |
|-----------------------------------|--|------------------|
| Headquarters                      | 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan                                 | +81-72-789-9100  |
| Tokyo Office                      | 4-12-4,Higashishinagawa,Shinagawa-ku,Tokyo 140-0002,JAPAN                          |                  |
| Nagoya Office                     | 3 Syogayama,Uchikoshi-cho,Miyoshi City,Aichi 470-0213,Japan                        | +81-561-34-5911  |
| Hiroshima Office                  | 13-20, Hikari machi 1-chome, Higashi-Ku, Hiroshima City, Hiroshima 732-0052, Japan | +81-82-264-3680  |
| Sendai Plant                      | 3-5-1,Fukiage, Iwanuma City,Miyagi 989-2484,Japan                                  | +81-223-22-2191  |
| Kuwana Plant                      | 2400 Oaza Nakagami, Toin-cho, Inabe-gun, Mie 511-0294, Japan                       | +81-594-86-0100  |
| Hyogo Manufacturing Complex       | Rokubuichi 1183,Inami-cho,kako-gun,Hyogo 675-1112,Japan                            | +81-79-495-1519  |
| Corporate Technology Center       | 3-10-1, Yato, Kawanishi, Hyogo 666-0131, Japan                                     | +81-72-789-1400  |
| Tire Technical Center             | 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan                                 | +81-72-775-9000  |
| Automotive Parts Technical Center | 3 Syogayama,Uchikoshi-cho,Miyoshi City,Aichi 470-0213,Japan                        | +81-561-34-3211  |
| Miyazaki Tire Proving Ground      | 2318 Kawakita, Tsuno-cho, Koyu-gun, Miyazaki 889-1201, Japan                       | +81-50-3818-0090 |
| Saroma Tire Proving Ground        | Nishitomi, Saroma-cho, Tokoro-gun, Hokkaido 093-0504, Japan                        |                  |

| 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan             | +81-72-789-9092  |
|--|--|
|  |  |
| 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan             | +81-72-789-9130  |
| 3-6,Fujinoki 2-chome,Itami City,Hyogo 664-0847,Japan           | +81-72-787-7651  |
| Rokubuichi 1183,Inami-cho,kako-gun,Hyogo 675-1112,Japan        | +81-79-495-1519  |
| 28,Aza Domae,Miyashiro,Fukushima City,Fukushima 960-0116,Japan | +81-24-553-1356  |
| 3 Syogayama,Uchikoshi-cho,Miyoshi City,Aichi 470-0213,Japan    | +81-561-34-2711  |
| 115,kuri-cho,Sawa,Ayabe City,kyoto 623-0222,Japan              | +81-773-48-0001  |
| 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan             | +81-72-789-9088  |
| 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan             | +81-72-789-9104  |
|  | 3-6,Fujinoki 2-chome,Itami City,Hyogo 664-0847,Japan Rokubuichi 1183,Inami-cho,kako-gun,Hyogo 675-1112,Japan 28,Aza Domae,Miyashiro,Fukushima City,Fukushima 960-0116,Japan 3 Syogayama,Uchikoshi-cho,Miyoshi City,Aichi 470-0213,Japan 115,kuri-cho,Sawa,Ayabe City,kyoto 623-0222,Japan 2-2-13 Fujinoki, Itami City, Hyogo 664-0847, Japan |

| North America                                       | Address   | Telephone         |
|---|---|-------------------|
| TOYO TIRE CANADA INC.                               | 7791 Nelson Road, Unit #120, Richmond, B.C. V6W 1G3, CANADA   | +1-604-304-1941   |
| TOYO TIRE HOLDINGS OF AMERICAS INC.                 | 5665 Plaza Drive, Suite 200, Cypress, CA 90630, U.S.A.  | +1-562-431-6502   |
| TOYO TIRE U.S.A. CORP.                              | 5665 Plaza Drive, Suite 300, Cypress, CA 90630, U.S.A.  | +1-714-234-2080   |
| TOYO TIRE NORTH AMERICA OE SALES LLC                | 3660 Highway 411 NE, White, GA 30184, U.S.A.  | +1-678-721-7200   |
| NITTO TIRE U.S.A. INC.                              | 5665 Plaza Drive, Suite 250, Cypress, CA 90630, U.S.A.  | +1-714-236-1863   |
| TOYO TIRE NORTH AMERICA MANUFACTURING INC.          | 3660 Highway 411 NE, White, GA 30184, U.S.A.  | +1-678-721-7200   |
| TOYO AUTOMOTIVE PARTS (USA), INC.                   | 521 Page Drive, Franklin, Kentucky 42134, U.S.A.  | +1-270-598-4100   |
| TMM (USA), INC.                                     | 521 Page Drive, Franklin, Kentucky 42134, U.S.A.  |                   |
| Central & South America                             | Address   | Telephone         |
| TOYO AUTOMOTIVE PARTS DE MEXICO, S.A. DE C.V.       | Carretera Estatal 431, Int63 Parque Tenologico Innovacion Queretaro<br>El Marques, Queretaro, Mexico, Cp76246   | +52-442-221-6183  |
| NT MEXICO S. DE R.L. DE C.V.                        | Insurgentes Sur 800, Piso 9 Oficina B, Del Valle, Benito Juarez,<br>Cp 03100 Ciudad De Mexico   | +52-55-5998-9558  |
| Oceania   | Address   | Telephone         |
| TOYO TYRE AND RUBBER AUSTRALIA LTD.                 | 137-149 Airds Road,Minto NSW 2566, AUSTRALIA  | +61-2-8796-0222   |
| Asia  | Address   | Telephone         |
| TOYO TIRE (SHANGHAI) CO.,LTD.                       | Room A-204, Wenyang Building, No.1033, Xiehe Road, Changning District, Shanghai, China  | +86-21-58820880   |
| TOYO AUTOMOTIVE PARTS (GUANGZHOU) CO., LTD.         | No.10, St.2, Hefeng Erzong Lu, Yonghe Economic Zone, GETDD, Guangzhou, China  | +86-20-82986828   |
| TOYO TIRE ZHANGJIAGANG CO., LTD.                    | 58,Donghai Road, Jiangsu Yangtze River International Chemical Industrial Park,<br>Zhangjiagang City, Jiangsu Province, China                          | +86-512-35007100  |
| TOYO TIRE (ZHUCHENG) CO.,LTD.                       | Luhe Industry Area, Zhucheng, Shandong, China   |                   |
| TOYO RUBBER CHEMICAL PRODUCTS (THAILAND)<br>LIMITED | 99/8,30,31 Moo 4 Tambol Kanham, Amphur U-Thai, Ayutthaya 13210 (Thailand)   | +66-35-35-2347    |
| TOYO TYRE MALAYSIA SDN BHD                          | PT 23101, Jalan Tembaga Kuning, Kawasan Perindustrian Kamunting Raya,<br>P.O. BOX 1, 34600 Kamunting, Taiping, Perak Darul Ridzuan, Malaysia          |                   |
| TOYO TYRE SALES AND MARKETING MALAYSIA SDN BHD      | Level 2, Wisma Comcorp No. 37, Jalan Pelukis U1/46, Section U1, Temasya Industrial Parl<br>Glenmarie, 40150 Shah Alam, Selangor Darul Ehsan, Malaysia | +603-5568-3188    |
| SILVERSTONE MARKETING SDN BHD                       | Level 2, Wisma Comcorp No. 37, Jalan Pelukis U1/46, Section U1, Temasya Industrial Parl<br>Glenmarie, 40150 Shah Alam, Selangor Darul Ehsan, Malaysia | +603-5568-3188    |
| SILVERSTONE BERHAD                                  | Lot 5831, Kawasan Perusahaan Kamunting II, P.O. Box 2, 34600 Kamunting, Taiping, Perak Darul Ridzuan., Malaysia                                       |                   |
| Europe  | Address   | Telephone         |
| TOYO TIRE EUROPE GMBH                               | Halskestrasse 3-5, 47877 (Willich, Germany)   | +49-2154-8911-111 |
| TOYO TIRE DEUTSCHLAND GMBH                          | Halskestrasse 3-5, 47877 (Willich, Germany)   | +49-2154-8911-111 |
| TOYO TYRE (UK) LTD.                                 | Shipton Way, Rushden, Northants, NN10 6GL, UNITED KINGDOM   | +44-1933-411144   |
| TOYO TIRE BENELUX B.V.                              | Kooldreef 2-6, 4703 Re Roosendaal, NETHERLANDS  | +31-165-556475    |
| TOYO TIRE ITALIA S.p.A.                             | via Napoli 33, 57014 Collesalvetti (Li) ITALY   | +39-586-962243    |
|   |   |                   |